

## PLANNING IN ENTERPRISES SANATION

*Annotation. The article deals with the problems of planning in enterprises sanation. Different definitions of enterprises sanation were regarded, the principal characteristics of sanation were studied and some contemporary approaches to planning in enterprises sanation were outlined.*

*Анотація. Розглянуто деякі проблеми планування санації підприємств. Досліджено різні дефініції санації, головні показники цього процесу. Надано деякі сучасні підходи до планування санації підприємств.*

*Аннотация. Исследованы некоторые проблемы планирования санации предприятий. Предложены различные определения санации предприятий, а также основные характеристики этого явления. Приведены некоторые современные подходы к планированию санации предприятий.*

*Keywords: enterprises sanation, planning, decision making.*

Nowadays the number of enterprises founded in Ukraine has sharply decreased. The negative trend of this process is stipulated by the poor financial conditions of domestic companies which gave rise to a significant amount of payables and receivables. They are pressed by bankruptcy or payment crisis, which may be overcome by means of financial sanation.

In a global economy market this phenomenon is found in all spheres of economic activity. It defines the novelty of this topic clearly visible.

The aim of this work is to study the role of planning in enterprises sanation.

Many Ukrainian and foreign leading economists such as Blank I. O., Demyanenko I. V., Klebanov T. S., Panasenko O. V., etc. made significant contribution to the formation of national enterprises sanation procedure. The scientists of Kharkiv National University of Economics, Afanasiev M. V., Grineva V. M., Ponomarenko V. S. also developed this issue.

The selection of the model of enterprises sanation depends directly on the aims that should be achieved. In all these cases, successful sanation strategy must consider short-term, mid-term and long-term measures.

It should be noted that taking and realizing short-term measures is only a part of the planned revitalization approach and new strategy orientation. Thus, when setting a balance between the urgent and further strategy measures, you create the enterprises sanation. Also it is necessary to find the ratio of external (environmental) and internal (organizational) resources [1].

An accurate analysis has to be done before the selection of the enterprises sanation model. In connection with this, portfolio analysis is to assess the current situation and initiate ideas for the selection of rehabilitation goals and mechanisms. The basic data necessary for the creation of a portfolio matrix, used to select the enterprises sanation model is framed in the information about the key causes of crisis [2].

Project planning plays a crucial role in the procedure of sanation and is based on the principles of mutual interaction and alternative decision-making.

The decision-making process regards the choice of business operations and resource allocation among the old and new businesses. The basic aim of such activity is to form a new enterprise structure that will have healthy financing; qualified and dynamic management; suitable fixed assets; flexible staff organization and an efficient system of individual motivation which cumulatively provides conditions for efficient high quality production.

Therefore, enterprises should implement some restrictions on strategic planning and management. These restrictions are based on main activity principals.

When implementing the technique of strategic planning and management in enterprises sanation, an organizational matrix should be introduced first of all. It is based on the use of functional (management, development, business activities and production, logistics, personnel) and economic (profit incentives, costs) principles of the internal business activity. Companies routinely set targets for the strategic inputs and evaluate employees' performance based upon these targets. Similarly, they set targets for strategic outputs such as sales and profitability and hired managers are responsible for the achievement of these targets [3].

The next step is implementation of this system of operative and financial planning in real time. It is necessary in order to reduce the production cycle, the distribution of products and costs of financing.

Creation of a successful business is an important factor of continuous and efficient enterprises financial activity. It is necessary to ensure the continued solvency of the subject, high liquidity of its balance sheet; financial independence and high performance management for achieving the required level and ensure implementation of sanation measures.

Sanation planning is a set of interrelated successive steps of financial and economic, technological, organizational and social nature, aimed at overcoming the crisis and restoring or achieving the enterprises' profitability and competitiveness. So these actions are effective in recovering the enterprises' financial health.

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